CNH America LLC

Georgia Manufacturing Extension Partnership

5S Jumpstarts CNH's Lean Journey

Client Profile:
Case New Holland (CNH), established in 1996, manufactures New Holland Boomer and Case IH Farmall agricultural tractors. Located in Dublin, Georgia, the company employs 120 people.

Situation:
CNH began pursuing the implementation of lean manufacturing techniques and contacted the Georgia Manufacturing Extension Partnership (GMEP), a NIST MEP network affiliate, for assistance in jumpstarting their efforts. CNH leadership sought to establish a 5S beachhead in one area of the plant for the purpose of expanding throughout the facility. Showcasing an early success to develop excitement and transferring implementation skills to their internal champions were key goals.

Solution:
GMEP and CNH planned a one-week plant shutdown period to execute an aggressive training and implementation program on a relatively new production line, one that was of manageable size and located in a self-contained area of the facility. With production stopped, all employees within the work area participated in a week-long project that focused on learning and implementing the fundamentals of lean manufacturing, with an emphasis on 5S. The team included line operators and maintenance staff, and the line supervisor served as the implementation team leader. The initial project of implementing the 5S system created immediate impacts; organized the workplace, addressed economic concerns, and changed the way inventory was moved into and out of the area.

Results:
* Improved output by 50 percent.
* Improved employee morale by involving players in the training, planning and implementation.
* Improved oganization of workplace.

Testimonial:
"One thing that is very important is that Georgia Tech has always been there for me. I can bounce ideas off them, because of our long-term relationship."

Barry Ruffalo, Plant Manager